
Government of the District of Columbia



**Office of the Deputy Mayor for
Public Safety and Justice**

Testimony of
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“Public Hearing on Homeland Security Funding”

Committee on the Judiciary
Phil Mendelson, Chair
Council of the District of Columbia

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Good morning Chairperson Mendelson and members of the Committee. I am Edward Reiskin, Deputy Mayor for Public Safety and Justice. My testimony today will cover the use of Federal homeland security funds by the District and National Capital Region¹ (NCR) first responders and other agencies responsible for emergency preparedness.

My testimony will outline my roles and responsibilities and those of the Office of Homeland Security within the Office of the Deputy Mayor for Public Safety and Justice, which has been created to administer and monitor all spending associated with Department of Homeland Security grants for the District and the NCR. I will discuss the four funding sources which the District has administered, monitored, and used since 9/11 to enhance the safety and security of the District and the NCR; the Congressional Appropriation allocated to the District immediately after September 11, 2001, the State Homeland Security Grant Program, Urban Area Security Initiative (UASI) Grant Program, and the District budget. Each funding source had and has separate processes and governance structures associated with final spending decisions, of which I will give an overview. I will also discuss the media's perception regarding "wasteful" homeland security spending as portrayed within a 60 Minutes interview with Mayor Williams, the Washington Post article (dated April 10, 2005), and the press release by this Committee announcing this hearing. Finally, I will identify why the District and NCR are considered last in the nation regarding expenditure of grant dollars.

Overview

As Deputy Mayor for Public Safety and Justice, I have been tasked by the Mayor to lead the District's efforts relating to Homeland Security, along with the City Administrator, the District's Homeland Security Advisor. In this regard, I am responsible for oversight of all spending related to special appropriations, regional planning for Homeland Security, inter- and intra-agency planning (with federal, state and local governments), and the development of a Homeland Security Strategy for the District. The District of Columbia has received significant resources to support equipment, planning, training, and exercise needs associated with emergency preparedness and Homeland Security. I work to ensure that spending associated with these resources is efficient and effective to ensure that the maximum benefit is derived.

In order to provide for effective and cohesive oversight of Emergency Preparedness and Homeland Security activities, the Federal Department of Homeland Security (DHS) requires that DHS grants be funneled through a single State Administrative Agent (SAA). The Mayor has appointed me to be the District's SAA, which makes me the Homeland Security point of contact through which all grant monies must be administered and monitored. Additionally, the District serves as the Administrative Agent for grants awarded to the NCR. This role requires unprecedented cooperative efforts between the jurisdictions, and the creation of innovative processes for both managing and dispensing the grant funds.

¹ Title 10, United States Code, Section 2674 (f)(2) provides the following definition:

The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

For the reasons stated above, the Mayor established the Office of Homeland Security within the Office of Deputy Mayor for Public Safety and Justice. The purpose of the Office of Homeland Security is to provide comprehensive grant oversight at the District Agency and Regional levels. The following represent the Office of Homeland Security's specific priorities:

- Improve the District's and the Region's administration of grant funding for disaster response and recovery capabilities by developing and maintaining an understanding of integrated operational capability developed in coordination with our Federal partners, volunteer organizations, universities, and the private sector.
- Assist all levels of District and Regional government, first responders, volunteer groups, universities, and the public in meeting the responsibilities of public emergencies and challenges, through program management and coordination activities.
- Use baseline program evaluation strategies (e.g., Emergency Management Accreditation Program standards) to identify emergency preparedness areas in need of improvement and to provide a methodology for strategic planning and resource allocation.
- Provide critical information to policymakers, the public, the media, and the emergency management community by maintaining strict spending and activity records and by building partnerships with and among Regional entities, District agencies, other responder organizations, and the private sector.

The District has obtained numerous benefits from this approach. For example, through the establishment of this structure, the District has:

- Been able to target opportunities that provide the ability to improve skills, build resources, and establish meaningful and effective partnerships, both internally within the District and with neighboring jurisdictions and Federal and private/public organizations;
- Demonstrated accountability related to grant funding and other legal, regulatory, and related obligations; as well as heighten the Region's ability to track expenditures, resources, and data, which will aid in reporting against grant (and other types of) requirements;
- Aided leadership and front-line managers in strategic, policy, and operational decision-making, through enhanced access to better, more reliable grant funding data;
- Been able to respond to inquiries from and be proactive in presenting information to policymakers, the media, grant providers, partner organizations, residents, and other involved and interested parties; and
- Most importantly, enhanced the overall readiness and capability to protect residents, institutions, and property against risks posed by terrorism, natural disasters and emergencies, and technological incidents that could disrupt, impede, or threaten the safety and well-being of the broader metropolitan Washington community.

As outlined below in Table 1, the Office of Homeland Security is currently managing eight Department of Homeland Security grants totaling \$227 million dollars for the District and the NCR, of which \$52 million has been targeted directly to the District for enhancing emergency preparedness and response associated with terrorism. In addition, the Regional Mass Transit Grant totaling \$13.6 million and the District's Buffer Zone Protection Program grant totaling \$1.2 million should be awarded within weeks and will be the responsibility of OHS.

Table 1

Grant	Effective Award Date	Period of Performance	Grant Award
03 State Homeland Security Grant Program I	7/1/2003	4/1/03 - 3/31/05	\$ 4,910,000
03 State Homeland Security Grant Program II	8/11/2004	5/1/03 - 4/30/05	\$ 13,006,000
04 Homeland Security Grant Program	9/14/2004	2/1/04 - 1/31/06	\$ 19,136,000
04 Homeland Security Information Technology and Evaluation Program	9/17/2004	8/1/04 - 7/31/05	\$ 976,174
03 Urban Areas Security Initiative I	12/30/2003	6/1/03 - 5/31/05	\$ 18,081,000
03 Urban Areas Security Initiative II	12/30/2003	7/1/03 - 6/30/05	\$ 42,409,851
04 Urban Areas Security Initiative	3/29/2004	12/1/03 - 11/30/05	\$ 31,921,361
05 Homeland Security Grant Program*	3/1/2005	10/1/04 - 3/31/07	\$ 96,144,140
<i>*05 HSGP Subprograms:</i>			
DC (SHSGP, LETPP, CitCorp, EMPG) \$ 14,144,140.00			
NCR (UASI) \$77,500,000.00			
NCR (Non-profit Allocation) \$4,500,000.00			
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Total Current Grant Programs administered by DC*: \$ 226,584,526			
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*Jurisdiction Breakout:			DC \$ 52,172,314
			NCR \$ 174,412,212
			Total \$ 226,584,526
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Since the establishment of the Office of Homeland Security in July, 2004:

- A Request For Application (RFA) process has been strengthened in which entities can submit their applications for funding consideration within an identified time frame. The process allows for all entities needs to be reviewed and prioritized for the District and the Region and has decreased the time between grant award to a majority of sub grants being awarded within the required 30 day period.
- Over 80% of grant funds have been allocated to state and local needs within 60 days of the grant award as required by the DHS grant guidelines.

- 03 and 04 grant awards have been reviewed regarding the status of their spending and associated deliverables. Awards that cannot meet the grant timeframes are currently being reprogrammed to allow for all dollars to be expended within the grant's period of performance.
- Budget authority has been established so that funds will be available to the District agencies soon after an award.
- A review of procurement processes ensures that lengthy procurement delays are not encountered. This review was the result of an eight-month delay associated with the procurement of the Regional Citizen Education contract.
- A request was made to the Office of Contracting and Procurement to look to acquire the goods/services from the LSDBE market first.

Congressional Appropriation

On September 15, 2001, Mayor Williams submitted a request to Congress for funding dedicated to emergency preparedness in the District. In October 2001, Congress made a special appropriation of \$159,900,000 to the District to be spent on items and activities specifically related to emergency preparedness. This appropriation was allocated to the District prior to the establishment of the Department of Homeland Security and the grant programs through which the District now received homeland security funds. Congress required the District to obligate for expenditure the entire amount of the appropriation by September 30, 2003. Through Public Law 107-117 the funds became available to the District on January 10, 2002.

In addition to the special appropriation, some District agencies received emergency preparedness funding from other federal and/or local sources since September 11, 2001. These funds were used either in conjunction with the special appropriation funds or for specific projects stipulated when the monies were awarded.

On September 19, 2001, through Mayoral Order 2001-142, Mayor Williams established the Domestic Preparedness Task Force (DPTF), composed of key players in District emergency preparedness, response, and recovery. The charge of the DPTF was to assess the District's current capabilities and plan for attacks or other emergencies. Attached is a copy of the November 2, 2001 Domestic Preparedness Task Force Subcommittees Interim Status Report (Appendix A). The DPTF operated under the theory that the nation and/or Washington, DC, Metropolitan area could be attacked again in the next day or week, and that the District needed to quickly increase its preparedness levels. Through the DPTF, Mayor Williams declared that the District would meet or exceed national standards for emergency management programs. The DPTF was institutionalized into the Emergency Preparedness Council (EPC) via Mayoral Order 2002-01, dated January 2, 2002.

The following goal and priorities outline how the District planned to use emergency preparedness funding to properly respond to the range of threats that confront the District:

Goals

- Ensure the District of Columbia is prepared to respond to and recover from emergencies and incidents of all kinds, including natural disasters, manmade disasters, and terrorist attacks.
- To the greatest extent possible, ensure that law enforcement organizations are working together to prevent terrorist attacks.
- Maintain an appropriate balance between security considerations and openness in our city.
- Empower our citizens to be prepared for any emergency or disaster.
- Engage non-governmental, private sector, and community organizations as full partners in our Homeland Security and Emergency Preparedness program.

Priorities

- Outfit and train first responders with the proper equipment and tools they need to fulfill their responsibilities effectively and safely.
- Train key personnel from ESF [Emergency Support Function] lead and support agencies on effective coordination and the use of the District Response Plan for all hazards scenarios.
- Conduct and participate in tabletop and field exercises to ensure that all agencies know their roles and responsibilities under the District Response Plan.
- Meet or exceed the Emergency Management Accreditation Program Standards for Emergency/Disaster management and Business Continuity Planning, becoming the first city in the nation to be accredited.
- Develop interoperability among the key federal, state, and District agencies in the Washington, DC, Metropolitan region for large-scale incidents.

Most of the October 2001 Congressional appropriation was allocated to the following District agencies:

- Department of Consumer and Regulatory Affairs (DCRA);
- Department of Health (DOH), Department of Human Services (DHS);
- Department of Mental Health (DMH);
- Department of Parks and Recreation (DPR);
- Department of Public Works (DPW);
- District of Columbia Emergency Management Agency (DCEMA);
- District of Columbia Public Schools (DCPS);
- District Department of Transportation (DDOT);
- Fire and Emergency Medical Services (FireEMS);
- Metropolitan Police Department (MPD);
- Office of the Chief Medical Examiner (OCME);
- Office of the Chief Technology Officer (OCTO); and
- Office of Property Management (OPM).

The Congressional appropriation made it possible for the District to invest in equipment, training, planning, and infrastructure that the local tax base could not have supported. Through these investments the District largely succeeded in meeting its emergency preparedness priorities

established soon after September 11, 2001. The unprecedented level of preparedness that the District reached with the influx of these funds will now have to be maintained and supported.

The funds needed to be spent expeditiously and as part of meaningful spending plans that advanced the District's state of preparedness. It was essential for the District to develop a management process that would ensure funds were spent effectively across agencies to avoid redundancy or incompatible technologies

The core of the management structure was centralized in the Office of the Deputy Mayor for Public Safety and Justice with dedicated personnel in the DC Office of Budget and Planning (OBP) and the DC Office of Contracting and Procurement (OCP). The Deputy Mayor's role in reviewing procurement requests was to ensure that funds were obligated for projects that fell within the guidelines of the appropriation and were aligned programmatically with agency spending plans and needs. OBP coordinated all financial reporting for the Congressional record. This process identified any agencies that were having difficulty in obligating funds and also resolved issues that arose with transfer of revenue and budget authority. OBP also facilitated any needed reprogramming of funds. Within OCP, emergency preparedness procurements were filtered through the Government Preparedness Office, which focused exclusively on these purchases, enabling the staff to develop a procurement area of expertise. This staff was responsible for ensuring that all procurements complied with relevant laws and regulations in substance and process, that dollars were maximized in bulk purchasing, and that there was consistency in the types of goods procured.

The following highlights the specific uses of the appropriated homeland security funds:

Table 2
Congressional Appropriation

Agency/ Organization	Dollars Allocated	Projects
CNCS	92,160	Implemented the Automated Local Emergency Resource Tracking System (ALERTS). ALERTS is a Web-based system developed to track allocated resources such as volunteers and donations during an emergency. The system tracks which resources are available and where they are located, and allows individuals to submit requests for resources during emergencies from anywhere with Web access.
DCRA	593,825	Created and outfitted emergency response teams to respond to emergency situations as support to ESF #3—Public Works and Engineering, ESF #4—Firefighting, and ESF #9—Urban Search and Rescue. Inspectors from the Building and Land Regulation Administration, Housing Regulation Administration, and Neighborhood Stabilization Office were trained to respond alongside traditional first responders.
DOC	180,000	Improved the agency's ability to maintain order during periods of high alert, mass disturbances, and demonstrations. The

		<p>enhancements significantly improve security and safety for the neighboring community adjacent to the District's primary detention facility, the staff, and inmates. The purchases also ensure DOC's ability to provide advanced protection of the facility, internally and externally, while carrying out its mission during periods when there are citywide public emergencies. The enhancements included the following:</p> <p>State-of-the-art digital fingerprinting equipment;</p> <ul style="list-style-type: none"> • An electronic drug detection device; • Non-intrusive search equipment; • Real-time external and internal digital surveillance video equipment; and • Reinstitution of the agency's K-9 search and detection dogs.
DOH	22,282,675	<ul style="list-style-type: none"> • Established the Emergency Health and Medical Services Administration, which is the emergency preparedness and response operational arm of DOH; • Granted funding to local hospitals for decontamination facilities, isolation rooms, and protective gear. This equipment prepares all major District hospitals for patients infected due to chemical and biological agents and provides for surge capacity in the event of a large-scale public health emergency; • Funded major equipment purchases for the DOH Environmental Health Administration to detect and test water and air for potential biological or chemical agents; • Provided advanced life support (ALS) equipment to FireEMS in order to enhance the ability of the agency to increase the distribution and availability of ALS resources in the event of a natural disaster, weapons of mass destruction incident, or other major event affecting the city; • Developed a comprehensive disease surveillance system to monitor outbreaks and ensure the early detection of infectious disease. The system links hospitals, laboratories, poison control, pharmacy point of sale, and other public health databases together electronically; • Established a first responder pharmaceutical cache to provide prophylaxis to first responders and their families in the event of a biological or chemical attack. This supply supplements the pharmaceuticals available through the Strategic National Stockpile; and • Contributed to the "Emergency Room of the Future" at Washington Hospital Center, which is an exemplar project with national significance and serves as a model for other hospitals.

DHS	937,747	<ul style="list-style-type: none"> • Provided 1,400 training modules on disaster preparedness, mass care, and shelter operations for DHS employees, volunteers, and support agencies' personnel; • Purchased supplies such as blankets, flashlights, and water, for shelter operations in the event of a major public emergency; • Procured equipment to assist people with disabilities during office buildings evacuations; and • Purchased Public Safety Push-to-Talk Wireless Radios to allow communication between shelters and to provide citywide communication during an emergency.
DMH	1,484,427	<ul style="list-style-type: none"> • Developed a curriculum for emergency crisis counseling for mental health professionals through affiliations with Georgetown University, George Washington University, and Howard University. Additionally, the appropriation funded emergency crisis training for DMH mental health care professionals; • Created the DMH All Hazards Disaster Plan, the agency's operating guidelines during emergencies, which corresponds to the District Response Plan. The DMH All Hazards Disaster Plan allows the agency to communicate with first responder agencies and emergency operations centers during large scale shelter operations; • Trained staff at St. Elizabeth's hospital to remediate a facility after a disaster. This prepared hospital staff to enable sustained continuity of patient care in a variety of situations; and • Augmented the pharmaceuticals available to DC from the Strategic National Stockpile to include psychotropic medications.
DPR	158,400	<ul style="list-style-type: none"> • Provided all recreation specialists training in Post-Traumatic Stress Syndrome and the role specialists play in shelter operations; • Certified recreation specialists in basic First-aid and CPR. Selected specialists attended Train-the-Trainer courses in order to maintain certifications and reduce future training costs; and • Purchased base-stations for their 800 MHz communication system that will support shelter operation activities during major public emergencies.
		<ul style="list-style-type: none"> •

DPW	2,012,960	<ul style="list-style-type: none"> • Developed ESF #3—Public Works and Engineering—Debris Management Plan. The plan outlines each agency’s responsibilities and procedures for removal and disposal of debris in an emergency situation; • Purchased Level “C” protective clothing for use by DPW staff during hazardous debris management; • Funded employee emergency preparedness training in the form of ongoing training for first and second tier responders and Emergency Liaison Officers; and • Purchased a 30-Ton Tow Crane. This large, powerful crane, which is strong enough to overturn a tractor-trailer, can be deployed region-wide if necessary.
DCEMA	3,920,415	Upgraded the District’s Emergency Operations Center (EOC). The Operations center is used as the primary coordination center for all public incidents affecting the District. It is designed to support the execution of the District Response Plan and is staffed during emergencies by Emergency Liaison Officers who represent various District, federal, and non-profit organizations. Of note is that the EOC’s new audio visual system is integrated with other agencies’ systems at the local, regional, and federal level, allowing the monitoring of events around the region in real-time
DCNG	700,000	Upgraded the DCNG communications equipment in the DCNG EOC to be both compatible with the equipment in DCEMA’s EOC and compliant with federal interoperability requirements. This is critical as the DCNG EOC, in accordance with the District Response Plan, acts as a back-up facility to DCEMA’s EOC in the event of an emergency affecting the District.
DCOA	15,000	Purchased a generator and other supplies to assist their facilities in the event of an emergency. These purchases will be used to assist with the distribution of emergency relief items to District senior citizens at designated sites throughout the city.
DCPS	10,206,503	<ul style="list-style-type: none"> • Equipped District schools with “state-of-the-art” security systems to ensure students and staff are safe, particularly during man-made emergencies or disasters. The District purchased security cameras, an intrusion detection system, fencing upgrades, and window guards. • Implemented a prototype of a delayed egress door system. After consulting with DCRA, the egress doors were found not able to meet code and alternative security measures were evaluated (i.e., closed circuit television cameras). • Emergency generators were upgraded or purchased for those schools that could serve as emergency shelters.

DDOT	21,347,370	<ul style="list-style-type: none"> • Developed an evacuation plan that includes 120 critical intersections identified along with primary avenues of ingress and egress, in conjunction with additional federal funding. Twenty-five corridors radiating from downtown DC have been identified and these routes are marked with signs to notify the public. The evacuation plan allows for 70 critical intersections in the District to be staffed with uniformed police officers to assist in the evacuation process; • Installed new traffic controllers at all intersections on identified evacuation routes that are regulated by traffic signals; • Purchased and installed traffic cameras to provide surveillance along egress routes to monitor traffic in the event of an emergency. These new cameras were integrated into the regional network of traffic cameras, enabling DDOT and commuters to view the status of roadways at major intersections in the region “real-time” via the Internet; and • Acquired a dedicated frequency on the AM broadcast band to inform the public of traffic and road conditions during an emergency incident.
FireEMS	14,830,787	<ul style="list-style-type: none"> • Assembled a fully equipped “Ready Reserve” apparatus fleet to supplement increased needs in emergency situations. Ten engines, five trucks, and 12 ambulances were purchased. FireEMS’ front line was enhanced with the purchase of two mass casualty units, two ambulance busses, and one rapid response hazardous materials unit; • Created a Special Operations division equipped with state-of-the-art hazardous materials detection equipment, preparing responders for incidents involving chemical, biological, and radiological/nuclear agents; • Purchased search and rescue equipment to provide the agency with capabilities in high angle rescue, confined space rescue, and thermal imaging; • Purchased decontamination equipment, enabling the department to handle multiple sites simultaneously. This equipment was used to support the US Capitol Police and Federal Bureau of Investigation at the Dirksen Senate Office Building ricin incident in February 2004, for example. The heated tents and hot water decontamination facilities FireEMS provided were essential for the cold weather operations; and • Provided the following training in critical technical rescue disciplines to its members. All of FireEMS’ responders were

		<p>provided with hazardous materials training and a core complement in the new Special Operations division were certified to respond to extremely specialized incidents:</p> <ul style="list-style-type: none"> ▪ Hazardous Materials Awareness/Operations (all firefighters); ▪ Hazardous Materials Technician, Specialist, Incident Command, Air Monitoring and Tank Truck Emergencies; ▪ Structural Collapse Operations and Rescue; ▪ Confined Space Awareness, Operations and Rescue; ▪ Chemical, Biological, Radiological/Nuclear, Explosive (CBRNE) specialty programs including: <ul style="list-style-type: none"> ▪ WMD live chemical agent training ▪ WMD live radiation training ▪ WMD live explosives training; ▪ High Angle Rope Rescue; ▪ Elevator Rescue; and ▪ Weapons of Mass Destruction—Incident Command.
MPD	17,818,660	<ul style="list-style-type: none"> • Purchased and issued “C” level personal protective equipment to sworn members of MPD, including a certified air purifying respirator (APR), butyl gloves, and rubber over boots. All civilian employees were provided an APR as well; • Created the Special Threat Action Team (STAT). The unit comprises over 150 members who can be called upon to assist in mitigating terrorist CBRNE events District-wide. In February 2004 STAT responded to the ricin incident at the Dirkson Senate Office Building. STAT responses augment FireEMS resources by providing additional ability to combat active threat situations; • Administered five full response exercises to train MPD employees and test MPD’s ability to provide police services during a crisis event; • Purchased state-of-the-art detection and monitoring instruments to provide early confirmation of CBRNE contamination; <p>Trained all members of MPD in detecting and responding to CBRNE terrorist events</p>
OCME	1,760,200	<ul style="list-style-type: none"> • Purchased a radio system to enhance its communication capabilities with MPD; • Purchased eight additional transport vehicles including five for personnel and three for body transport. The body transport vehicle will allow OCME to transport six bodies per vehicle rather than two; • Purchased a case management system which, when

		<p>completed, will facilitate information storage and completion of death certificates and autopsy reports;</p> <ul style="list-style-type: none"> • Purchased morgue and laboratory materials and instruments to help detect and identify CBRNE specimens prior to decontamination and transport; and • Improved the infrastructure of OCME's evidence room. This was critical to improving the agency's emergency response capabilities in the event of mass fatalities in the District.
OCTT	490,000	<ul style="list-style-type: none"> • Purchased and installed a microwave transmitter on the OCTT microwave truck, allowing the mobile unit to transmit to OCTT's main office from any location in the city. In an emergency, the truck will allow real-time capability for government officials to communicate with the public. Improvements such as these are an on-going effort; additional build-out to allow OCTT to realize its full capability will be completed with other funding sources.
OCTO	46,547,803	<ul style="list-style-type: none"> • Created the Public Safety Push-to-Talk Wireless Radio Network. This fully interoperable network provides first responders with expanded on-street and in-building coverage throughout the District. The funds upgraded current electronic devices and provided for encryption capabilities. Prior to this work, coverage was not available in many buildings and sporadic on DC streets. Additionally, this network allows for intra-District and regional interoperability; • Integrated the newly deployed Public Safety Push-to-Talk above ground system with the existing distributed antenna system in the Metrorail tunnel system. Prior to the Metrorail Tunnel Provisioning, first responders were unable to communicate with one another when responding to calls in the Metrorail tunnel system. Fire and police responders now have seamless communications above and below ground; Worked with other agencies to develop a cross-agency portal for emergency preparedness information that also serves as the official DC government information source during an emergency or disaster. <ul style="list-style-type: none"> ▪ During non-emergency conditions the Emergency Information Center portal provides links to DC and national sites that have preparedness information. It also allows citizens to use Global Information System maps to quickly find medical, police, fire and other information. The Emergency Information Center can be navigated to from the main DC government Web site

		<p>www.washingtondc.gov. From this link, individuals can navigate to see the District citizen preparedness guide, the District Response plan, and individual neighborhood plans.</p> <ul style="list-style-type: none"> ▪ During emergencies, the Web site provides immediate information about closures and other conditions pertaining to the emergency. The Web site is currently available and was used during Hurricane Isabel to display emergency information; • Developed an Internet Emergency Preparedness Web site for use by District government personnel so that an emergency operations center could be established at any location throughout the city if necessary; and • Secured the perimeters of the DC Internet and wide area network (WAN) against cyber-terrorist hacker attacks. The Internet and WAN are critical infrastructures during both emergencies and non-emergencies.
OPM	7,619,000	<ul style="list-style-type: none"> • Purchased a system to provide remote emergency credentialing capabilities for incidents requiring access control. This gives the District of Columbia the ability to manage access to an incident based on need and accountability of who is onsite. Items procured include electronics, shelter, and transport equipment; • Developed a citywide credentialing system for all government employees and first responders that is fully acceptable to all federal law enforcement in the region; • Expanded the citywide electronic security access system to encompass over 20 key facilities; and • Procured services to perform needs assessments of 20 key facilities to determine Homeland Security requirements, as well as equipment to facilitate emergency response evacuation or sheltering-in-place in key District buildings as an emergency event dictates.
WASA	1,000,000	<p>Allocated funding to increase facility security at strategic locations. This crucial utility provides drinking water and wastewater treatment to more than 500,000 residential, commercial and governmental customers in the District of Columbia, and also collects and treats wastewater for 1,600,000 million customers in Montgomery and Prince George's counties in Maryland and Fairfax and Loudoun counties in Virginia.</p>

While the majority of the Congressional appropriation directly enhanced the ability of District agencies to prepare for, respond to, and recover from emergencies, the benefits of some expenditures have been called into question. Recently, in a 60 Minutes interview with Mayor Williams and Washington Post articles, the media investigated five programs and/or purchases.

- Dale Carnegie Course for the Department of Public Works (DPW)
 - Funds were used to provide stress management courses, communication basics, and problem-solving skills to DPW workers who will become first responders during a large scale terrorist event in which debris will need to be cleared to allow first responder vehicles access to the terrorist scene. A total of \$17,850 was associated with this service.
- Leather Jackets
 - The costs for the leather jackets were charged to the Congressional Appropriation but subsequently moved to the MPD budget. The total cost was \$5,000.
- DC Rap Song – Summer Jobs Program
 - The Department of Employment Services was provided funding by EMA to develop and operate the *TEAM DC Project* as a new component of the *2002 SummerWorks* program. The project consisted of three components: disaster relief training, flood victim assistance, and youth-to-youth education. Once the individuals completed the program they were mandated to present the training to other students within their school. During this program, one youth created a rap song to assist in his presentation of the materials. A total of \$100,000 was allocated for this project.
- Computerized Towing Contract
 - Computerized towing system to allow the District to more efficiently and effectively clear District streets before, during and after a major emergency or disaster. This project totaled \$300,000.
- Odyssey 3 – Federal grant to Premier Yacht's Inc.
 - Funds provided by DHS/TSA directly to Premier Yacht Inc. for security enhancements to secure the vessel and the pier for \$45,950. These funds were given directly to Odyssey 3 and did not come through the District Government.

State Homeland Security Grant Program

As depicted in Table 1, the District has received a total of \$52 million from FY 03 through FY 05, made available through the State Homeland Security Grant Program (SHSGP) to directly support the implementation of the District's Homeland Security Strategy (Appendix B). In FY 05, DHS combined a total of four individual state grant programs (SHSGP, Law Enforcement Terrorism Protection Program [LETPP], Citizen Corp, and Emergency Management Program Grant [EMPG]) for a total grant award of \$14,144,140. The SHSGP, totaling \$9,140,202, was the only pool of funds that was not directly allocated to an agency, per grant guidance. Please refer to Appendix C for a detailed list regarding the breakup of all SHSGP funds associated with FY03 through FY05 and a break up of what was requested in FY 05 and the items funded.

SHSGP funds for FY 03 through 05 were allocated for a variety of homeland security activities. Over \$26 million was allotted for equipment needs, including the coordinated purchase of public safety personal protective equipment, . Other equipment needs addressed include purchase of emergency capabilities to communicate with citizens, voice and data communication equipment to communicate with other Emergency Operation Centers (EOC's) throughout the NCR, hazmat response vehicle, new command bus for MPD, and a helicopter that will enable the District to detect radiological emissions. Over \$4 million was allocated for planning to support district agencies, neighborhoods, schools, and business needs. Private sector partnerships were also emphasized to address hotels, and relationships with higher education and non-profit organizations were strengthened to address volunteer requirements during an emergency. Nearly \$4 million was designated for training and exercise needs with focus on CBRNE program for first responders and a program to facilitate safe and effective communications during emergencies to the public. Refer to Appendix C for a more detailed breakdown of spending related to SHSGP funding.

These funds have been used to address the identified planning, equipment, training, and exercise needs within the District. In addition, SHSGP supports the implementation of the National Incident Management System, Homeland Security Presidential Directive 8: *National Preparedness*, and the National Response Plan by providing resources to enable agencies to meet federal training, planning, exercise, and equipment requirements.

As described above, FY 03 and 04 SHSGP funds followed the Congressional appropriation process to identify the needs of each agency and the make the final funding decisions based on those individual agency needs. In FY 05, the Office of Homeland Security required each agency requesting SHSGP funds respond to the FY 05 Request For Allocation (RFA) as discussed above. Agencies were given a total of 30 days to submit their funding priorities for consideration. These funding priorities were discussed amongst the District's Emergency Preparedness Council to allow agencies to articulate their funding priorities and make certain there is no overlap in funding gaps and current funding associated with other DHS grants. Final funding decisions and sub grants were issued to agencies by April 30, 2005, within the 60 day timeframe required by DHS.

Table 3 below outlines the 03 through 05 SHSGP and the associated expended and obligated amounts.

TABLE 3

Grant	Grant Award	Amount Expended	Amount Obligated*	Remaining Balance
03 State Homeland Security Grant Program I	\$ 4.9	\$ 3.1	\$ 1.8	\$ 0.0
03 State Homeland Security Grant Program II	\$ 13.0	\$ 6.1	\$ 6.8	\$ 0.0

04 Homeland Security Grant Program	\$ 19.1	\$ 1.2	\$ 17.7	\$ 0.3
04 Homeland Security Information Technology and Evaluation Program	\$ 1.0	\$ -	\$ 1.0	\$ -
05 Homeland Security Grant Program	\$14.1	\$ -	\$ 12.6	\$ 1.5
	\$ 52.1	\$ 10.4	\$ 39.9	\$ 1.9

To date, approximately 97% of the FY03 and FY05 SHSGPs has been provided to District agencies for spending and is considered either expended or obligated. As defined by DHS, an obligation/pass through is: 1) a definite commitment which creates a legal liability for the payment of funds for goods and services ordered or received; 2) a commitment during the grant period to pay under a grant, sub grant, and/or contract determinable sums for services or goods ordered or received during the grant period; 3) evidence that funds are encumbered, such as a purchase order or requisition, to cover the cost of purchasing an authorized item during the grant period. These numbers reflect SAA obligations, not recipient obligations. According to this definition, over 76.5% of the SHSGP funds have been obligated and will be considered expended once the services or products associated with these funds has be rendered. To date, approximately 20% of the SHSGP funds have been expended and the agencies are prepared to expend the remaining obligations within the timeframe of the grants.

There have been delays associated with expending funds associated with the FY 03 and 04 SHSGP grants. One example of such a delay is the three months it took to establish budget authority at the agencies once sub grants were issued. After the budget authority was established at the agencies, an interface error was discovered between the finance system and the automated procurement system that resulted in further delays. The Office of Homeland Security continues to work towards resolving any delays to allow agencies maximum time to expend their funds.

Contrary to uninformed analysis, there are no significant dollars that have not been programmed. Following the receipt, management, and expenditure of the Congressional appropriation, the District was slow to begin the execution of the state grant program. It is for that reason that the District compares unfavorably when measured solely by grant expenditures as reported by the Office of Management and Budget. Funds are only deemed expended when the goods or services have been received, invoices have been received and paid, accounting entries and completed within the financial system, and quarterly reports are sent to the federal government. Basing an evaluation of any state's homeland security spending purely on its rate of official expenditure is therefore not the best measure of its effectiveness. Analysis of funds allocation and progress on each project better provides an evaluation of how and whether the funds are being spent. Analysis of outcomes will better determine if they have been spent wisely.

Urban Areas Security Initiative (UASI)

In order to meet the new threats to homeland security after the 9/11 terrorist attacks, the White House and Congress partnered to provide resources and focus for enhancing cooperation in the National Capital Region. The White House Office of Homeland Security (now the Homeland Security Council) and congressional representatives from the NCR considered the need for integrated efforts across the region, a unique challenge involving 12 local jurisdictions, two States, the District of Columbia, all three branches of the Federal Government, non-profit organizations, private sector interests, and over four million Americans.²

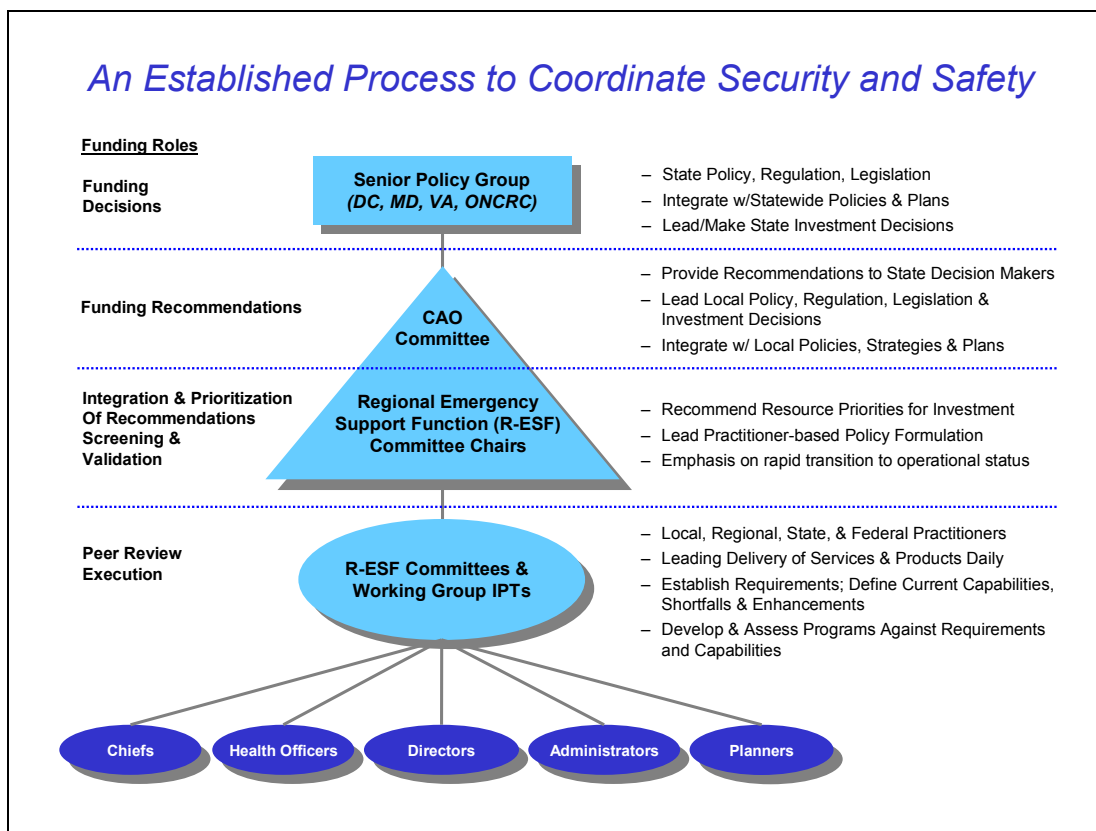
Prior to 9/11, efforts existed to prepare individual jurisdictions in the NCR to counter the terrorist threat. These efforts, while laudable, did not enjoy comprehensive and coordinated regional focus. To provide that needed coordination, on August 5, 2002, in cooperation with the Advisor to the President for Homeland Security, the three regional government executives—the Governor of Maryland, the Governor of the Commonwealth of Virginia, and the Mayor of the District of Columbia—signed a joint statement to pursue *Eight Commitments to Action* to improve coordination in preventing, preparing for and responding to a terrorist incident (Appendix D).

Immediately following endorsement of the *Eight Commitments*, the Governors of Maryland and Virginia, the Mayor of the District of Columbia, and the Advisor to the President for Homeland Security established an NCR Senior Policy Group (SPG) to address the region's homeland security concerns through fulfillment of the *Eight Commitments*. Its membership was comprised of two designees each from Maryland, Virginia, and the District of Columbia. The SPG was given the collective mandate to determine priority actions for increasing regional preparedness and response capabilities and reducing vulnerability to terrorist attacks.

The creation of the SPG represented a major milestone in overcoming the coordination challenges of the two States and the District. However, further enhancements were needed to ensure coordination with and among stakeholders at the local and practitioner levels. To this end, the SPG and regional Chief Administrative Officers (CAO) Committee formalized an NCR governance structure (see Figure 1). This governance structure provided a coordinated and institutionalized process for evaluating regional goals and priorities, ensuring the involvement of federal, State, District, local, and practitioner level stakeholders. Benefits included improved decision-making, clear points-of-responsibility for action, and the opportunity of streamlined execution.

² The following local governments are participating components of the NCR although they are not explicitly named in Title 10, United States Code, Section 2674 (f)(2): the cities of Fairfax and Falls Church in the Commonwealth of Virginia; and the cities of Bowie, College Park, Gaithersburg, Greenbelt, Rockville and Takoma Park in the State of Maryland.

Figure 1: National Capital Region Governance Structure



As depicted in the figure above, the SPG and the CAO Committee serve as the “executive board.” The SPG is responsible for making policy decisions, providing strategic direction and approving program initiatives regarding regional prevention, preparedness, response, and recovery. The SPG is assisted by the CAO Committee who oversees operations and recommends actions and funding for effective program implementation based on input received from the Regional Emergency Support Function (R-ESF) Committees. The R-ESF Committees represent the fifteen support functional areas that may be needed during a regional emergency, and provide specific input on the regional capability of their respective R-ESFs.³ The combination of the SPG, the CAO Committee, and the R-ESF Committees results in an NCR coordination structure capable of assessing both the needs for improving homeland security and developing the strategies and actions to respond to those needs.

The SPG is the principal decision-maker, relying on extensive input and advice from the CAO Committee and the Regional Emergency Preparedness Council. The Emergency Preparedness Council serves as an assessment and advisory body to the UASI grant process, engaging regional

³ Further details regarding the Regional Emergency Support Functions and the R-ESF Committees of the NCR can be found in the *Regional Emergency Coordination Plan*, Metropolitan Washington Council of Governments, Task Force on Homeland Security and Emergency Preparedness for the National Capital Region, September 11, 2002.

associations and groups in identifying issues and coordinating efforts. The District of Columbia serves as the Administrative Agent for the sub-grants, awarding funds and monitoring progress with the help of contributing stakeholders from across the region. Success is defined by progress in implementing regionally agreed-upon objectives and enhancing regional preparedness.

The UASI requires a regional needs assessment and calls for the development of an Urban Area Homeland Security Strategy. The *FY 2003 Urban Area Homeland Security Strategy* for the NCR (Appendix E) was developed based on the results of the needs assessment completed by member communities in July 2003—the first region in the nation to do so. The assessment included a focused risk, capabilities, and needs assessment, and provided insight into the requirements of the region.⁴ It was a multi-jurisdictional and multi-disciplinary review of capabilities and shortfalls across the spectrum of public safety. The assessment included each of the region's twelve local governments incorporating data for ten primary disciplines with emergency response duties. The assessment, based upon the four domains of homeland security preparedness—planning, training, exercise, and equipment, highlighted training and equipment as major needs.

The *Strategy* includes the following three objectives:⁵

- Prevent terrorist attacks within the NCR;
- Reduce the NCR's vulnerability to terrorism; and
- Minimize the damage and recover from attacks that do occur.

The *Strategy* provides the direction for enhancing inter-jurisdictional coordination and establishing a regional identity to prevent and reduce vulnerability to terrorist incidents in the NCR. The document incorporates three separate influences: (1) the *National Strategy for Homeland Security* that identifies a perspective and direction for regional initiatives; (2) guidance from NCR executives represented in the *Eight Commitments to Action*; and (3) the *Statewide Template Initiative* with its checklist of planning guidance from State and local public safety emergency managers.⁶

The *Strategy* and the resources available through the UASI program focus on developing true regional capability—capability with benefits across the NCR, not simply for a particular jurisdiction. The *Strategy* focuses on four areas: planning, training, exercise and equipment. For each area specific goals, objectives, implementation steps and metrics are described. The *Strategy* also embraces the concept of a national incident management system that defines a common terminology for all parties, provides a unified command structure, standards and qualifications, and is scalable to meet incidents of all sizes. This integration is a program milestone toward regional leveraging of pre-existing State, District, and local initiatives to create, for the first time, a cohesive regional identity.

⁴ The assessment focused on regional communities and did not include Federal capabilities.

⁵ *FY 2003 Urban Area Homeland Security Strategy for the National Capital Region*, October 22, 2003.

⁶ *Statewide Template Initiative*, President's Homeland Security Advisory Council, March 2003.

FY 2003 and 2004 UASI funds were allocated for a variety of homeland security activities. Over \$50 million was allotted for equipment needs, including the coordinated regional purchase of public safety personal protective equipment. Other equipment needs addressed include purchase of emergency capabilities to communicate with citizens and special software to assist in reuniting families, and voice and data communication equipment that would enable an interoperable communication capability across the NCR. Over \$25 million was allocated for planning needs, including the development of standardized critical infrastructure assessment tools and a regional data sharing needs assessment. Private sector partnerships were also emphasized to address surge capacity concerns at area hospitals, and relationships with higher education and non-profit organizations were strengthened to address preparedness requirements for special needs populations. Nearly \$4 million was designated for training needs with focus on a cross-jurisdictional program for first responders and a program to facilitate safe and effective communications during emergencies.⁷

The UASI grant program provides direct financial assistance to address specific regional needs. In FY 2003 and 2004, the NCR received and appropriated a total of \$92.4 million in UASI grants to support efforts for enhanced regional preparedness and security. (See Appendix C for details on the allocation of these grant funds.) The FY 2005 UASI funding increment, totaling \$82.0 million, will first be used to ensure uninterrupted progress for ongoing projects begun in 2003 and 2004, particularly in the areas of equipment and training.

Further requirements, needs, and project proposals for FY 2005 are currently being finalized and sub grants are being issued. Of the total \$174.4 million UASI grant funds that have been allocated to the NCR since FY 03, approximately 85% of the funds have been either expended or obligated (refer to Table 4 below).

Table 4

Grant	Grant Award	Amount Expended	Amount Obligated*	Remaining Balance
03 Urban Areas Security Initiative I	\$ 18.1	\$ 6.0	\$ 11.1	\$ 1.0
03 Urban Areas Security Initiative II	\$ 42.4	\$ 11.1	\$ 30.8	\$ 0.5
04 Urban Areas Security Initiative	\$ 31.9	\$ 0.1	\$ 27.0	\$ 4.9
	\$ 92.4	\$ 17.2	\$ 68.8	\$ 6.4
05 Homeland Security Grant Program	\$ 82			
NCR	\$ 77.5	\$ -	\$ 62.5	\$ 15.0
NCR Non Profit	\$ 4.5	\$ -	\$ -	\$ 4.5
	\$ 82	\$ -	\$ 62.5	\$ 19.5

⁷ Many of the training requirements identified in the FY 2003 assessment were fulfilled through training provided by the Office for Domestic Preparedness (ODP), DHS.

Two complementary efforts are in progress to gain detailed understanding of the NCR's requirements:

- The Emergency Management Accreditation Program (EMAP) is performing a detailed emergency management assessment of the NCR to gauge the region's capabilities against national standards. EMAP was created by a group of national organizations, such as the National Emergency Management Association (NEMA), the Federal Emergency Management Agency (FEMA), the International Association of Fire Chiefs, and various others, to foster excellence and accountability in emergency management.
- National preparedness standards are currently being developed by the DHS Office of State and Local Government Coordination and Preparedness (SLGCP) as part of the National Preparedness Goal mandated in Homeland Security Presidential Directive 8 (HSPD-8). These standards will identify target capability levels (e.g. personnel, planning, organization and leadership, equipment, training, and exercises) and task performance levels necessary in the event of fifteen scenarios of major events.

Results from the EMAP assessment combined with the development of national preparedness standards will provide specific guidance in determining the region's homeland security needs and in allocating resources in 2006 and beyond. As we proceed into 2005 where the aforementioned assessments are being performed both regionally and jurisdictionally, performance measures and standards will be determined which will enable a more predictive and accurate method of defining regional needs. Significant policy issues will also be identified through regional analysis of infrastructure dependencies and interdependencies and the resources required for risk mitigation. These identified requirements will be prioritized in a coordinated regional strategic plan that establishes spending priorities for the NCR over the course of the next several fiscal years.

Creating resource and funding profiles is a challenging task for the NCR with its numerous governance and budgeting systems. The NCR needs assessment indicated specific gaps and weaknesses requiring immediate attention. Notwithstanding, members of the NCR are continuing to discover additional issues through discussion and experience. The following paragraphs provide a preliminary outline of those project areas that have thus far been identified as requiring additional attention and resources.

Infrastructure. Regional infrastructure such as roads and bridges need repair and improvement, and the Washington Metropolitan Area Transit Authority (WMATA) system needs upgrading to ensure uninterrupted operation. Hurricane Isabel pointed out both the progress made and the continuing challenges in the NCR with aging infrastructure in power, water and sewage. Isabel also demonstrated, once again, the fragility of the region's transportation system.

Interoperability & Communications. Response to the February 2004 Congressional ricin incident demonstrated improvements in communication. However, information regarding the poison was not shared equally with responsible regional stakeholders despite the widespread

implications for the region. The need for improved coordination of emergency protective levels among federal agencies and across the region is a deficiency that must be addressed.

Public Outreach. The region also requires a joint policy for communicating risk and emergency protective measures to the public. Improvements are needed to the infrastructure for alerting citizens about emergencies, gaining their cooperation during emergencies, and assisting overburdened professional response personnel by involving the citizens themselves. This level of citizen awareness can be achieved only through continuing support of institutionalized citizen awareness and education programs.

Exercises. Planning and resources are needed to regularly conduct full-scale exercises that engage the entire region including federal capabilities. Work is needed to transform standards and approaches across the region to reflect national strategy requirements. The NCR must also create a consistent methodology to document lessons learned from actual emergency events and exercises in order to incorporate these lessons into training standards and protocols.

Capability Assessments. Additional regional assessments must be performed to identify changing area-wide capabilities. Assessment of the region's response capabilities will determine the level of alignment between the many different jurisdictions. The federal family, a vital part of ensuring this region's protection and preparedness, must be compatible with other regional resources, and therefore, must be a part of that assessment. Key federal sector assessments will include: (1) inventory of all federal organizations and their roles and responsibilities in the event of a terrorist incident; (2) analysis of the communications, interoperability, and preparedness of the federal sector; (3) evaluation of federal performance with respect to standards established for State and local organizations; (4) analysis of information sharing and mutual aid agreements across the NCR.

The population of the region continues to grow at a rate that stresses the existing transportation and security infrastructure. Emergency preparations and communications as well as equipment and training must grow to keep this area from being paralyzed by a major security event. The changing problems and procedures for homeland security in the NCR are very complex, requiring continuing reassessments of strategies and application of new resources. The NCR must be a leader in determining how best to use personnel and systems and augment their capabilities.

Further progress will be made in the coming fiscal year and beyond to secure and prepare the NCR. The following sections present major milestones planned for 2005 including:

- (1) A single coordinated strategic plan that establishes priorities for NCR preparedness;
- (2) Regional performance measures to monitor implementation of the strategic plan; and
- (3) Strengthened regional management and reporting mechanisms.

The NCR requires a coordinated regional strategic plan that establishes preparedness priorities and objectives for the entire region. The SPG and the CAO Committee are currently working closely together to develop a regional strategic plan. The regional strategic plan will integrate

pre-existing federal, State, local, regional, and practitioner-level planning documents into one unique strategic plan for the NCR, while also infusing newly identified goals and priorities for regional preparedness. The NCR Strategic Plan will serve as a guiding framework. NCR priorities will be aligned against the five strategic goals: awareness, prevention, protection, response, and recovery.

While the FY 2003 *Strategy* was a major milestone for the NCR, the *Strategy* was limited in scope and structure to the UASI grant program. In contrast, the proposed regional strategic plan will be a comprehensive document that defines priorities and objectives for the entire region without regard to any specific funding mechanisms. The plan will provide strategic guidance to the application and allocation of all homeland security and preparedness grants throughout the region. Additionally, the plan will provide input to the internal planning, programming, and budgeting processes of NCR jurisdictions, including various departments and agencies of the Federal Government. The regional strategic plan will contribute to the NCR's success by providing numerous important and related benefits, such as: (1) more efficient allocation of resources throughout the region; (2) transparency in funding priorities; and (3) increased communication, interaction, and coordination among stakeholders. With a single coordinated and integrated strategic plan, the NCR will be able to effectively and consistently direct the spending of emergency management resources throughout the region and better assess their impact on regional preparedness.

The NCR requires performance measures to effectively monitor and assess execution of the regional strategic plan. To this end, the SPG, and CAOs are working collaboratively to develop accurate metrics that will track the region's progress in meeting priorities established in the forthcoming regional strategic plan. These performance measures will be developed in concert with the regional strategic plan, to be instituted with the plan's release. The national performance standards and metrics developed by the SLGCP per HSPD-8 will provide guidance to the development of regional performance measures. However, the regional performance measures will be tailored to meet the unique homeland security requirements of the NCR. The measures will provide several specific benefits by: (1) ensuring the efficient use of funds to improve NCR preparedness; (2) measuring the actual improvements to NCR preparedness; and (3) providing guidance to resource allocations in subsequent fiscal years.

As previously illustrated, initial efforts of coordination in the NCR focused heavily on developing a regional strategy for spending UASI grant funding and subsequently executing that strategy in the use of grant dollars. In the coming year, focus will extend beyond the UASI grant program to include strengthening of the region's *overall* management and reporting mechanisms. Several steps are currently being taken to develop these enhanced mechanisms, such as the hiring of program management staff to manage and monitor the region's homeland security activities, and the development of a regional web portal to create a collaborative environment for NCR stakeholders. The portal will serve as an information management tool for accessing and sharing regionally-relevant data, to include comprehensive information on the availability and spending of federal grant funds in the NCR, and regional priorities for determining future spending of those funds.

I will bring the lessons learned from the regional strategic planning and performance measurement processes to the District, so that we are fully integrated and we have the best possible means for strategic decision making and evaluation.

District Funds

Multi-agency and multi-organization efforts, such as emergency operations plans and communications systems, combined with the accomplishments of individual agencies, have placed the District at the forefront of emergency preparedness. The District's achievements in the field, including unprecedented coordination across agencies and jurisdictions at all levels, allowed it to become one of the first two EMAP accredited territories in the nation. This accomplishment is a public recognition of the District's level of emergency preparedness.

The District has not relied upon the Congressional appropriation and homeland security grant funding to realize this unprecedented level of preparedness. Local dollars and other grant funds have also been used. Many District agencies – such as MPD, FEMS, and DOH – have units dedicated to homeland security and many others support our efforts through their day-to-day work.

The following are examples of accomplishments funded largely through local funds from the District of Columbia:

- Established a dedicated hazardous materials unit to respond to hazmat calls throughout the city and provided training to additional personnel. The funds provided specialized training for current District firefighters to become hazmat certified, and consequently funded their non-special operations firefighter replacements. Training supplies, manuals, and programs specifically targeting hazmat incident training and management were purchased by the District. In addition, hazmat vehicles and equipment, including personal protective equipment, were purchased to expand FireEMS' ability to respond to hazardous materials incidents. Fire and Emergency Medical Services received a total of \$1,500,000 in local operating funds related to these tasks.
- Established a Unified Call Center, a state-of-the-art government facility, to consolidate the District's critical public safety communications and emergency management operations into one secure, modern center. Office of the Chief Technology Officer received a total of \$72,000,000 local Capital funds (also supplemented with federal appropriated funds) for this project. Specifically, the UCC will house all 9-1-1 and 3-1-1 call taking and dispatch and will include the Mayor's Call Center, and the Emergency Management Agency. During major emergencies, the UCC also will serve as the regional command and communications center as a part of the emergency management function, interfacing with FEMA, FBI, Capital Police, Secret Service, Park Police, and surrounding city and county jurisdictions. The UCC ground breaking ceremony took place in March 2004, and construction is scheduled to be completed at the end of 2005.

Conclusion

With this massive influx of resources over the past three years, the District of Columbia has been able to overhaul its entire emergency management program. That said, the costs of simply maintaining this level of preparedness is significant, and the District requires continued funding for its efforts. With the proper financial support, management, and coordination, the District will be able to remain a national leader in emergency preparedness; allowing it to successfully protect the citizens, workers, and visitors in the nation's capital from hazards of all kinds.

Thank you for this opportunity to appear before you today on this important issue and I am available for any questions that you may have.